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Vol. 8, No. 3

Third
Quarter

July, 1961

A Study of Management Development
In Small and Medium Size Companies

John D. Kyle

Spring Program of Industrial Relations
Centre at Queen's University

Dr. Donald Wood

Internal Public Relations —
Your Employees Are What
You Make Them

D. W. Cameron

Developing A Manager

Norman Fisher

Changing Patterns in Industrial
Relations—Thirteenth Annual
Conference, McGill University
Industrial Relations Centre

Ralph C. Stymest

How We Do It
Incentive Awards and Safety

D. J. Stevenson

Savings Through Your Industrial
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FOR
THIRD QUARTER
1961

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Employment Agencies — A Personal View

by J. H. Thompson

A recent press report announcing new legislation in Ontario, governing private employment agencies reads in part:

"Private agencies are permitted to

OUR GUEST EDITORIALIST

Stan Thompson, a member of our editorial board since the first days of the *Journal*, long has been a power for good in personnel matters.

As a director of the Ontario Federation of Personnel Associations, he was active in the transition to the Federation of Canadian Personnel Associations. He continues in Federation work as regional director for Eastern Ontario.

He is personnel superintendent of CIL's Millhaven works, near Kingston. He has been with CIL since 1940, holding posts of increasing importance in the personnel field.

A former member of PAT, Stan is a charter member of the Personnel Association of Hamilton, in which he served in all offices. He is new president of the Kingston-St. Lawrence Personnel Association.

Active in the Industrial Accidents Prevention Association, he is past chairman of Wentworth Division and current director of Kingston Section, Ottawa-St. Lawrence Division. He also is Director of IAPA Class 17.

He has held responsible offices in church activities which have included Boy Scout administration and fund raising, and also is active in boating, fishing and golfing.

operate in either of the two classes covered by the regulations but not in both.

"The two categories cover agencies that find persons for employment, and receive their fees from the employers, and those that charge job seekers a fee for finding them work."

The report points out that the legislation was enacted to protect job seekers, following complaints by the Ontario Federation of Labour.

It is not my intention to comment on the legislation itself, nor do I propose to refer to those employment agencies which serve the useful purpose of bringing a job seeker and a job together. Both categories of agencies specified in the legislation can serve this worthwhile purpose. It is the reference in the above press quotation to agencies that "find persons for employment," particularly in lower management levels, which raises a question in my mind.

Some agencies in this latter group extend their activities beyond the ethical practices of advertising vacancies, maintaining a list of persons who have actually sought jobs, etc. I refer to the questionable practice of obtaining names through personal contacts, from mailing lists intended for other uses, and many other means. The persons whose names are thus obtained receive a flattering letter from these agencies: "Your name has been mentioned to us . . . we have vacancies listed for promising young men . . . salary is no object for the right man . . . etc." In some instances such a "prospect" receives a long distance tele-

phone call and hears the same general line in a much more flattering vein.

This practice of soliciting people who are not job seekers is tantamount to husband-hunting beyond the ranks of the eligible bachelor.

A more subtle aspect of such practice is that agencies which indulge in it could, for example, knowingly or unknowingly, recruit a man from Company B for Company A, fill the vacancy for Company B from Company C and fill the vacancy for Company C from Company A. Thus, they accomplish nothing of real value for the companies involved but tend to perpetuate their own existence. Furthermore, the false impression is created that there is a greater need for these agencies than that which actually exists, with the result that new agencies mushroom.

As previously mentioned I refer

to those employment agencies which, in "finding persons for employment", include among their activities, trespassing into the field of employed persons who are not looking for a job.

I know that there are a number of employment agencies which only bring together the *true* job seeker and a job. This is a worthy service and these agencies deserve to prosper.

MANPOWER AND EMPLOYMENT

Enclosed with your July Journal is a copy of an extremely valuable study.

It is Dr. W. Donald Wood's presentation to the Senate Special Committee on Manpower and Employment March 1, 1961. Dr. Wood, as you know, is director of the In-

Annual Meeting

Federation of Canadian Personnel Associations

Marlborough Hotel, Winnipeg

October 20-21, 1961

**All Personnel Men Are Invited,
Whether or Not They Are Delegates.**

dustrial Relations Centre, Queen's University.

His study is so worthwhile that the executive of the Federation of Canadian Personnel Associations felt it should be made available to every member of its member personnel associations.

We were able to secure 2400 copies from the Queen's Printer at a nominal cost and by enclosing them with the *Journal* we are distributing them in the most economical way.

While it is economical, our distribution is not, however, complete. There are nearly 400 members of associations who do not receive the *Journal*. We'll be happy to ship out bulk quantities to secretaries of those associations which do not subscribe en masse if they will advise us as to the quantity they can use.

OUR COVER, OUR CIRCULATION

Comments about the cover of our *Journal* were most interesting. Most of you seem to prefer the *Journal* cover as it now appears, but there were some charges of stodginess.

The problem seems to be that some of our readers want a livelier cover, while nobody wants to sacrifice the dignity that helps dis-

tinguish a professional journal from a mass consumer publication.

No real improvement in the *Journal's* cover can be effected piecemeal. It was designed by Carl Dair, Canada's most accomplished typographical designer, and we would hesitate to tamper with it. The only solution, as we see it, is to design a completely new cover.

This can be expensive and, if it involves more than one color or incorporates a picture on the front, the extra expense will continue with each edition.

At present our income, in the opinion of the stodgy person writing this, doesn't warrant the expense. There is, however, a heartening trend toward increased support of the *Journal* by association memberships.

Latest to make the move is the Personnel Association of Edmonton, which has decided to order a *Journal* subscription for each of its 137 members, increasing annual dues to cover the expense.

As our circulation continues to grow our advertising revenue will increase in proportion to the larger circulation and we shall be able to accomplish things of which, at present, we can but dream.

Memo:

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OLDER WORKER WINNING RECOGNITION IN STATES

"Employers increasingly are realizing that the worker between 45 and 65 frequently is in his best years because of knowledge and judgment gained through his experience," according to the National Association of Manufacturers' special report on "Employment of Mature Workers."

Development of machinery to replace strenuous physical effort and the practice of analyzing the requirements of specific jobs and matching them with the best qualified applicant has worked to increase the employment opportunities of the mature. Testing has shown that 40 per cent of workers over 45 can outproduce younger workers, even to the age of 65.

The pension issue — which is blamed most frequently for blocking employment of older workers — is diminishing. Social security benefits have been increased; more employees have established their own insurance and annuity protection; many employees have retained pension rights from former jobs.

Further, companies have found that including older workers in pension plans is less costly than anticipated. Group life insurance costs were found to average only a cent an hour more for a 50-year-old worker than for a 30-year-old; the

lower accident rate of older workers reflects favorably in the charges for workmen's compensation insurance.

SERVICES MULTIPLYING

This is the day of the discount house. It is booming because it sells at lower cost. Sacrifice of service has been no obstacle to its phenomenal growth.

In the face of this personnel departments, already the great dispensers of quantities of services, are expanding them.

We have been doing a study of the service the personnel department renders in the moving of employees and it looks as if the right man can get just about any kind of service.

While doing this study we heard of a service being used by a number of large Canadian companies that sounds like the ultimate. These companies subscribe to a service that provides a list of houses (with pictures, description and costs) that can be bought privately in many cities in Canada.

These lists circulate among personnel departments and what has developed is a virtual exchange of private homes among personnel being shuffled around Canada.

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THE CALIBRE OF MAN

Ran into Lawrie Muschat of Yarmouth, N.S., at the Canadian Mental Health Association's annual meeting in Toronto last month.

Lawrie, personnel director of Cosmos Imperial Mills Ltd., in Yarmouth, had just come from the industrial relations conference sparked by the Maritimes Personnel Association, Halifax. He remarked on the growth of the personnel function in the Maritimes and the high quality of man filling these posts.

It struck me forcibly because I had just had a letter from Don Cameron, Federation president, who had attended the conference, too, and Don had said much the same.

"I was agreeably impressed with the calibre of men in personnel work in the Maritimes," he said. "I hope we can involve them more in the activities of Federation during the coming year."

The speakers at the conference were top level and we hope to run some of their talks in the next issue of the Journal.

COMMENTS ON AN ADVERTISEMENT

When I was a practising personnel man it always aggravated me that so much of the literature in our field was coming from another country. Not that we didn't have lots to learn from the world's smartest businessmen, but there was so much of the literature that didn't apply; our economic situation being our own and our laws being our own, even our people being our own.

That is one of the reasons I talk-

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ed up this *Journal* years before it became a fact. And I am proud to say that we have never yet had to look outside our own business fraternity for material. Every issue we are able to select our grist from a full bag, too.

So I was pleased to be asked to help get a new Canadian publication off the ground this past month. It meets a real need, I feel, and that is why I helped to prepare a format and its editorial content. It is published by a group of Canadians who think it is time we had a publication of this kind.

I was glad, too, that they chose to announce it first in the centre spread of this *Journal*.

LABOR GIVES MANAGEMENT SOME PR POINTERS

"In many areas of the trade union movement," writes Wilfred List in the *Toronto Globe and Mail*, "the professional publicists for labor organizations are more skilled and more aware of the functions of the newspaper than are many management spokesmen."

Labor's sophistication in the field of public relations is pointed up by a new manual prepared by the Canadian Labor Congress to help affiliated unions tell their story. *Tell the People* is one of the brightest, most polished and effective presentations on a publicity theme aimed at the uninitiated.

In stressing truth and accuracy, the manual makes a point that can well be taken to heart by both union and management in dealing with the various media: "You may be able to put over a fast story once, but it will probably be not only your first but your last."

The advice offered to unions on

the techniques of public relations and the need for an understanding of the role of newspapers and other media applies equally to management: "If we do not make an effort to get our story across, then we can hardly complain if there is a deathly silence about the constructive aspects of unions."

In outlining the recognition and handling of news, the booklet cautions against overzealous secrecy in communicating with reporters: "You aren't doing them a favor when you give them a story; they're doing you one."

With regard to the importance of public relations, it notes that public opinion has a definite bearing on contract negotiations, but it also stresses other areas of labor's influence:

"The extent to which organized labor can play its full role in the community and in the country will be determined in large measure by our ability to convince people that our program is a good one and worthy of their support."

As List writes, "The principles set out in the CLC publication are well worth study by those in unions assigned to public relations. And many of the pointers can be equally well taken by management."

MANAGEMENT TRAINING

The fourteenth annual session, Western Management Training Course, is set for July 30 to September 1, 1961. Designed to help men carry administrative responsibility more effectively, its faculty is drawn from the staff of Western and Harvard Business Schools. Chief teaching device is the case discussion method, in which problems will be drawn from Canadian and U.S. situations. More details are available from the School of Business Administration, University of Western Ontario.

Personalities

T. H. Robinson, of the Montreal Personnel Association, was appointed by Labor Minister Starr for the second time as employers' delegate to the 45th session of the International Labor Conference in Geneva, Switzerland, June 7 to 28.

Mr. Robinson, who is industrial relations manager, Canadian International Paper Company, combines many years of academic and practical industrial relations experience. He is a deputy member of the I.L.O. governing body, a Rhodes scholar, doctor of philosophy and former economics professor.

Nominated by the Canadian Manufacturers' Association to lead the seven-man employers' delegation, he is chairman of the CMA's national industrial relations committee.

Other members of the employers' delegation who accompanied Mr. Robinson as advisers are: *C. B. C. Scott*, assistant general manager, personnel, The Hydro-Electric Power Commission of Ontario, Toronto, (alternate delegate, nominated by the CMA); *A. J. Bates*, manager, industrial relations research, Canadian

National Railways, Montreal, (nominated by the Railway Association of Canada); *E. Benson*, vice president and general manager, Pacific Press Limited, Vancouver, (nominated by the Canadian Chamber of Commerce); *A. Turner Bone*, president, J. L. E. Price and Company Limited, Montreal, (nominated by the Canadian Construction Association); *F. A. Pouliot*, assistant general manager, Atlantic region, Canadian Pacific Railway Company, Montreal, and *J. E. Laflamme*, president, Hull Paving and Construction Company Limited, Hull, (both nominated by the Employers' Committee for the I.L.O.).

The conference agenda items include vocational training; equality of treatment of nationals and non-nationals in social security; technical assistance and the second discussion on reduction of hours of work and workers' housing.

An international forum on industrial relations, the conference is attended by over 900 delegates, advisers and observers from 80 member countries of the International Labor Organization.

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A Study of Management Development in Small and Medium Size Companies

by John D. Kyle*

Executive development poses certain unique problems in small and medium size companies. I shall discuss management development in the relatively small company which has limited resources available for formal training in this area. The concepts presented are the result of research conducted by the University of Alberta's Faculty of Commerce.

Research techniques included a questionnaire forwarded to 25 Alberta companies averaging 155 employees. Replies were received from 20. The questionnaire, designed to provide an analysis of the approach to management development utilized by these companies, was followed by intensive interviews of both staff and line executives. These interviews were used as a follow-up to bring out problem areas and to analyze company techniques more thoroughly.

"Management development" is a term that brought forth a variety of interpretations. Many company officials who were interviewed thought a formal program and full time staff expert were necessary for an executive development program. Company officials seemed genuinely interested in management development but were unsure of what a sound program might entail. In most instances, top line officers felt management development was a

luxury that few small companies could afford. However, all company executives expressed concern about this area, and were anxious to improve or implement programs.

The American Management Association maintains that management personnel development concerns the supply, maintenance, and improvement of management personnel. This may seem an oversimplification but management development has been too highly formalized in the past, tending to become program-oriented rather than individual-centred. The association adds that development is an individual process, a product of the individual, but can be assisted materially by opportunity and specific help.¹

Keeping in mind that a basic objective of executive development is to develop the individual and equip him to do a better job, let us see what steps should be an integral part of any program.

Determining Executive Needs

Since a company must understand all its operating functions and responsibilities, one of the first steps should be to produce an organization chart free of conflicting responsibilities. Position description and classification of executive jobs logically follows. These position descriptions can be best written by

*Mr. Kyle is assistant professor, faculty of Commerce, University of Alberta.

¹ American Management Association Research Bulletin No. 26 *Current Practice in the Development of Management Personnel*—New York 1955, p. 5.

the executives currently filling the positions.

The job description will serve to identify and outline the jobs in the company and to uncover inherent weaknesses in the organization structure, exposing sloppy managerial techniques and malpractices.

Often management development programs are of dubious value because the organizational and management climate seriously retard individual executive development. The effect of management methods on executive development is far reaching. Common sense dictates that an individual cannot maximize his effectiveness unless the administrative practices of the company encourage and stimulate managerial efficiency. Sixty-five percent of the companies surveyed indicated that there were written position descriptions for each executive job in the organization. However, some of the companies indicated that their job descriptions were not necessarily revised when organizational changes took place in the company. Some of those which did not have written job descriptions mentioned that they did not feel them necessary in a small organization.

A fundamental part of any executive development program is to keep an inventory of executive replacement. This will give management some idea of who is trained for what job in the event of retirement, resignation, or illness of the incumbent. Only 18 per cent of the companies indicated that an executive inventory was utilized in their program. A number of the executives from companies that did not keep an executive inventory felt that this was not necessary in a small company. They maintained that the president probably kept a mental inventory of the executive jobs in his company. One might speculate as to what would happen

if the chief executive unexpectedly died or left the company.

The companies did not seem to have a consistent approach to determine executive needs. One gained the impression during the interviews that the companies did not appreciate the importance of this first basic step and did not realize that it is an integral part of an executive development plan.

Table I
Analysis of Managerial Positions

	% Yes
Written job descriptions of each executive job	65
Estimates of executive replacement	19

Appraisals

Appraisals of incumbent managers is one of the most important and yet often misunderstood portions of a management development program.

An executive cannot take constructive steps toward developing a subordinate unless he first has some means of ascertaining the man's competence. Attempting to counsel and develop a manager without appraisal can be compared to a physician prescribing a treatment before examining a patient.

Most of the companies (79%) provided for a periodic appraisal of their incumbent and potential manager on the average of once a year. In almost every case an individual rating was reviewed by the appraiser's superior. Unfortunately, in only 35% of these instances was the appraisal reviewed with the candidate. This short circuited the underlying reason behind these appraisals; that is, the development of the man being appraised. If the candidate is to improve himself, he must understand his shortcomings.

Appraisal is more than a technique for picking out "high potential" men; it can be a powerful tool

in the hands of a supervisor when discussing a subordinate's performance and attitude. Constructive criticism is part of the development process. Appraisals, if used intelligently, are an indispensable part of an executive development program.

Table II
Management Appraisal

	% Yes
Provision for periodic appraisal of incumbent and potential manager	81
Rating reviewed by the appraiser's supervisor	80
Review of appraisal with the candidate	57

Managerial Training

The purpose of managerial training is to provide a man with the experience he needs, not only for possible promotion, but also to broaden his perspective with regard to the company as a whole, its goals and objectives. There are no hard-and-fast rules to go by. There are many kinds of individual, group, and on-the-job training techniques, which may better equip an individual to do a competent job and at the same time develop his conceptual view of the company's operations.

The majority of the companies made some attempt at individual training. Eighty-two percent of them utilized "observation posts", such as "assistant-to" positions, or employed "special assignments" as a training aid. Eighty-six percent regularly counselled and coached their managers who came under the scope of their executive development program. Internally-administered study courses were provided by 28 percent of the companies for executives who desired them.

Group training was also widely employed. Sixty percent of the companies used seminars and confer-

ences to advantage. One company indicated that group training was conducted on a three-level basis—supervisory, middle, and top management. It found that participation was stifled when seminars included all or two of the three levels. The training director of this company felt that the best results were obtained at the supervisory level. These men were apparently much more inclined to speak their minds on a discussion topic. The other two levels of group training included individuals whose jobs could very well involve a superior-subordinate relationship. Consequently, he maintained that these men were much less ready to open up and air their views on an issue.

Job rotation was often widely used to train managers on the job. However, only 43 percent of the companies used this as an on-the-job training aid. One line executive maintained that one of the most serious problems facing a small company was the difficulty in keeping good men at the middle management level. He felt that the reason for this was the inability of a small company to provide a variety of job assignments with the result that men with potential soon moved on.

Almost every company encouraged its managers to participate in professional association and community activities as part of their off-the-job training policy. Slightly over 50 percent of these companies periodically sent executives to university management development programs such as The University of Western Ontario Management Training Course and the Banff School of Advanced Management. The companies that did not make use of these courses felt that the cost for a small company was substantial when time off the job, salary, and fees were taken into con-

sideration. However, the companies that did send executives were most enthusiastic and felt that the return was well worth the required investment.

A company personnel director stated that he received much more cooperation on industrial relations problems after some of his company's top executives completed these courses. He maintained that his superiors returned with a much keener appreciation of the personnel function.

In summary, it was apparent that most companies, regardless of size, were conscious of the need for managerial training and were endeavoring to provide some sort of guidance and teaching for their managers. However, one did get the impression during interviews with the company officials that in many instances training was a hit-and-miss proposition with little thought given to overall objectives and goals.

Table III
**Managerial Training,
Individual Training**

	% Yes
Observation posts	82
Counselling and coaching	86
Special assignments	80
Study courses (internally administered)	28
Group Training	
Conference and Seminars	60
Committees	64
Task Forces	43
Decentralized Organization Structure	29
On-The-Job Training	
Job Rotation	43
Strategic Jobs	36
Off-The-Job Training	
University Management Development Program	50
Professional Association Membership	93
Community Activities	94

Allocation of Responsibility

Support of management development must come from top management. This is a well-recognized principle of executive development and it is imperative that the responsibilities of an executive development program rest with a top-line officer.

The majority of the companies were weak in this regard. Responsibility of management development was allocated to an executive or committee in only 25% of the reporting firms. No individual or group was delegated the accountability for executive development in the other companies. It is difficult to conceive of any formal or informal program being effective, unless some executives or group is responsible for its organization, direction, and control.

Top management responsibility not only is a requisite of a sound program, but top level participation in the developmental aspect of the plan also is essential. In many of the companies, senior officials gave the impression that executive development was excellent for their subordinates. Few admitted the desirability of participating in the program themselves. Some executives confused supervisory training program with management development. It was evident that in 85 percent of the firms, executive development did not have the support of top management that was necessary for its unqualified success.

Conclusions

In general, this study revealed that few small or middle size companies in this area have a real management development program. All of them attempted some form of managerial training, but it is doubtful that their efforts have produced the anticipated results. Although it is difficult to measure the benefits

of a program of this type in dollars and cents, most companies that have concentrated on executive development feel that their programs have produced improvements in terms of morale and interrelationships, as well as a greater alertness to new and better ways of doing business.² Obviously a directed effort in this area can be invaluable to an organization.

The fact that the companies are relatively small is not an acceptable excuse for the lack or failure of an executive development program. Research by the American Management Association established that smaller organizations are as successful as larger ones in implementing broad or all-inclusive development programs and that

satisfied companies ranged from the smallest to the largest.³

Many of the companies studied could implement a comprehensive informal program, at little or no extra cost, that would produce much better results. If a program is to work, it requires the initiative of a member of top management to accept the responsibility for its operation. This executive must then convince the management team of its benefits and of the necessity of their participation.

A sound program should incorporate the basic framework developed in this paper, that is, job description and organizational analysis, appraisals, managerial training, and accountability.

² *Ibid.*, p. 13

³ *Ibid.*, p. 8

Spring Program of Industrial Relations Centre at Queen's University

by Dr. Donald Wood*

This spring two conferences at Queen's University were sponsored by the Industrial Relations Centre.

The first, May 1 to 5, was an industrial relations course for middle management. Built around the theme "Challenge and Response — The Changing Industrial Relations Role of Supervision in the Sixties," the course focused attention on the many apparent and possible changes in the industrial relations field in the decade ahead.

In his address, the director of the Industrial Relations Centre said "the impact of electronic data processing and automation are not solely responsible for this wind of change.

The changing economic climate, revisions in labor legislation, structural changes within the trade union movement and other influences are all combining to make the present decade one of profound change. The challenge of such a dynamic period calls for informed and competent supervisors to respond to its human problems."

Lecturers and discussion leaders included Miss Marion Royce, head of the Woman's Division, Department of Labor, Ottawa; Dr. Eugene Forsey, Canadian Labor Congress, Ottawa; Dr. W. R. Dymond, Department of Labor, Ottawa; C. P. Chaston, Shell Oil Co. Ltd., Toronto; F. Burnett, Canadian Industries Limited, Montreal; R. Alden, Steel Co. of Canada Ltd., Hamilton; Prof. J. A. McIntyre, University of Western Ontario, London, and seven members of

*Dr. Wood is director Industrial Relations Centre, kindly consented to send us a brief report of the important study conferences held at the centre last spring.

the faculty of Queen's University; Dr. J. J. Deutsch, Prof. F. A. Knox, Prof. L. A. Skeech, Prof. F. D. Barratt, Dr. W. D. Wood, Prof. C. H. Curtis, and Prof. F. J. L. Young.

The second conference, May 15 and 16, was attended by 75 senior industrial relations executives from across Canada. Its theme was "Forward Manpower Planning — The Industrial Relations Challenge of the 1960's."

It commenced with an examination of "Manpower Trends and Developments in the Canadian Economy." This topic was handled by Dr. J. J. Deutsch, vice-principal, Queen's University and chairman, Special Committee of the Senate of Canada on Manpower and Employment. Dr. Deutsch was followed by Dr. Wood, who examined the "Impact of Labor Force Trends upon Industrial Relations". G. C. Garbutt, consultant on Public Relations, Queen's University, examined the "Public Relations Aspects of Manpower Adjustments" during a luncheon meeting.

Haythorne Led Talks

The first afternoon was spent examining "Current Skilled and Professional Manpower Trends in Canada." Here the discussion leader was Dr. G. V. Haythorne, deputy minister of labor, Ottawa.

Dr. W. A. Mackintosh, C.M.G., vice-chancellor and principal of Queen's University, addressed an evening banquet held in the students' union. Outlining the role of the Industrial Relations Centre, he underlined the need for interested parties to encourage and support its work.

On the second day, the conference examined "Collective Bargaining Problems Related to Manpower Changes." This session was under the direction of Mr. Clawson. He was followed by Prof. D. J. Brown, dean of faculty, Princeton University, who pointed to "Certain Guideposts for Public Policy in the Manpower

Field." "The Manpower Implications of Foreign Aid" were next examined by Dean H. G. Conn of the Faculty of Applied Science at Queen's University. Finally R. S. Ritchie, on leave from Imperial Oil Ltd. to serve as executive director of the Royal Commission on Government Organization, presented "A Suggested Program for Management for Forward Manpower Planning."

PRESIDENT ADDRESSES HALIFAX CONFERENCE

Federation President D. W. Cameron addressed the two-day conference for personnel managers at Halifax sponsored by Dalhousie University at the request of the Maritime Personnel Association.

He reports that he was agreeably impressed with the calibre of men in personnel work in the Maritimes and hopes that we can involve them more in the activities of Federation during the coming year.

Other speakers included Lieut. Col. L. F. Urwick, internationally-known authority on management, London, England; G. A. Hillier, Industrial Relations Officer, Nova Scotia Light and Power Co. Ltd.; Donald F. MacLean, Institute of Public Affairs, Dalhousie University; G. E. Perry, Civil Service Commissioner, Province of Nova Scotia; Robert J. Coghlan, Bailey Meter Co., Halifax.

Participants in a panel discussion included Chairman J. H. Kane, personnel manager Moirs Ltd., Halifax; Farrell Daudette, personnel Manager Maritime Central Airways, Moncton; H. L. Linington, supervisor of personnel administration, L. E. Shaw Ltd., Halifax; H. V. McIntyre, personnel manager, New Brunswick Electric Power Commission, Fredericton.

Internal Public Relations

Your Employees Are What You Make Them

by D. W. Cameron*

I think every company should strive for good internal relations but I would caution management not to confuse internal public relations with staff relations. Nor should employees of a company be defined as just another section of the company's total public.

To make your people the best public relations people in the whole country, to make them the best company boosters, to make them the best workers in the whole country, you must do right by your employees, and you must keep your employees informed.

You may be familiar with the name "Scanlon". It is a name that has become very famous in the eastern United States. In a small town, a plant upon which the whole town was dependant was slowly going bankrupt. If it did, it would mean that management and workers and a complete town would become extinct. Joe Scanlon, a member of the working force, gained agreement from management and workers that they should all work together to preserve their very existance and that if this combined effort of all talents of all peoples in the organization showed success then there should be a greater sharing of the successes of the operation; if it were to fail, then the total organization would

know that everybody in it had made a complete and honest effort to restore it to health. As it happened, the firm was bailed out and a new attitude prevailed throughout the whole company — the attitude that insisted on every individual contributing his best to the enterprise and sharing in its successes and failures. The Scanlon plan has spread to many other companies in the U.S.A. and to a few in Canada and has become almost a religion with the organizations that have adopted it. *But, basically, it is a philosophy of total involvement of all personnel towards the aims and objectives of the organization.*

J. J. Jehring and B. L. Metzger, two research economists, recently published a book entitled "The Stockholder and Major Profit-Sharing". In a depth study of 14 of the largest department stores in the U.S.A., statistics showed that chain stores with profit sharing plans fared better by a surprisingly large margin over those stores without this feature of employee participation. Statistics showed that not only did the public fare better through prices, the stockholders through dividends and the employees through wages and benefits but the corporation also benefited through growth and expansion. I am not sure that profit-sharing in this example is so important in the results as is the involvement of the people and their talents towards the objectives of the organization. We have not begun to explore the vast

*Federation President Cameron is manager personnel, The Great-West Life Assurance Company. This paper was the basis of a recent talk to the Canadian Bottlers of Carbonated Beverages.

pool of talents and abilities that are latent in people who work for us.

I think your employees want responsibility and are capable of assuming much greater responsibility than you demand of them. I can hear the plea from some of you, "Lord, please deliver us from this idea. Present-day employees are the most irresponsible species on the face of the earth." I say that they are only if we assume they are and treat them accordingly. I am sure that you consider yourself capable of assuming greater responsibility but only under certain circumstances. It is your responsibility to provide these circumstances and it is your opportunity to take advantage of the results.

Untapped Reservoirs

I know that supervisors in our company complain about the irresponsibility of the present generation and the ease with which they leave their jobs if they so desire. On the surface, their observations are correct but I also am reminded of the time in 1953 when fire and water damage created chaos in our head office. Our whole staff worked on a round-the-clock basis without any discussion of overtime, remuneration or conditions of work, until we had our operation back to normal. The same people, who were considered irresponsible the day before the emergency and who were probably viewed in that same light after the emergency, had clearly demonstrated a reservoir of responsibility that we just don't tap on a day-to-day basis.

Your employees want to feel that you are dealing with them with integrity and that you have respect for them as individuals. The larger the organization, the more difficult it is to do this because relationships grow more impersonal but if this philosophy does prevail in your whole operation then it will get through to all people at all the

levels. If you have respect for your employees, they will mirror that respect. Self-respect is a very important ingredient in the way a person reacts to opportunity and responsibility and the company can do much to foster self-respect in the individual. Without self-respect, there is no respect for anything.

I recall last summer on two occasions when in my local drugstore, different beverage companies made their deliveries. The one representative and his helper were neat, alert and interested in their work. They pointed out to the owner that the forecast was for continued warm weather and he would be wise to take additional cases of drinks. There was confidence, self-respect and pride in their appearance. On the other occasion, a sloppily-attired driver and an unkempt and dirty helper made the delivery. The helper did only what he was told and showed no interest in the operation whatsoever. Each step, each movement gave evidence of a spirit in bondage.

Now you may read into these two situations all sorts of reasons for the difference. One crew may have worked a longer shift, maybe the one company could not get any better help at this particular time of year.

I suggest that the difference between the two crews was the feeling of self-respect that had been engendered in the one crew and not in the other. It is up to you as management to instill that self-respect—the importance of the individual in the scheme of things.

One further example of the importance of instilling self-respect in your employees. A large company recently bought out a small organization and a survey committee came out to plan the takeover. The senior personnel man of the large company kept repeating to me that the small organization had nowhere

near the scale of benefits or wages that the large, parent organization had but there was much higher morale in the small organization than appeared to exist in the parent company. The president of the small plant and its management spoke of their people with pride and evident interest. Although the employees on occasion cussed out management, their attitude towards the management group again was one of pride and reverence for the capabilities of their leaders. Mutual respect was the key factor in the very high morale of this operation. The problems of the company were the workers' problems as well as management's problems and the successes of the company were as important to the workers as to management. "If only he could transfer this feeling to the parent company," was this personnel man's fervent prayer.

Internal public relations, I feel, is 90 percent doing the right thing and 10 percent making it known. I have dealt with the 90 percent. I would now like to deal with the 10 percent — keeping employees informed.

Keep Them Informed

A major fault of employers is the assumption that because they are doing the right thing by their employees no questions need be asked. Employees should know intuitively that "all is well" and that their best interests are being looked after. You want to know more than "all is well" in your dealings with your organization and so do your employees.

The approach to keeping employees informed may be slightly different in a unionized plant from that in a non-unionized plant but in both situations, management must take positive action and continued action to keep information flowing in both directions. Only by information flowing down to the workers will the company get a

feedback of information coming up from all levels of employee.

Here are some ways that you can keep this information pipeline open:

1. Personnel policies and practices including wages, hours of work, vacations, seniority, layoffs, etc. should be made known in a formal way. Large companies provide their employees with handbooks, and supervisors or foremen with policy manuals for interpretation to employees. With small firms, this may not be possible but certainly some sort of bulletin should be made available to all employees in the company.

2. Equally important, I think, is that employees should be notified of how the company is doing or how the plant is doing. It is important for them to know that you are having a good year or a poor year and the reasons for it. Layoffs, salary adjustments, necessity for overtime, etc., then become more meaningful to them. They like to know how they have contributed to the welfare of the operation.

3. Supervisors and foremen must be given regular briefings on happenings and plans. You expect them to act as part of management and you must, therefore, give them the information, background and help so that they can respond in the proper fashion.

4. The reasons for doing things should be carefully explained. For example, engineering factors require that shipping schedules be changed. It is not good enough to tell the employees that the schedules are being changed because "they" say so. "They" being the management group who are always making life tougher in the plant.

5. The importance of each job — whether it be production, inspection, engineering or distribution or control, should be communicated to all personnel. You may all recall

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the classic example of the drafting department that spotted an error in engineering plans but did nothing about it because the engineering department always treated the drafters with disdain. When production was held up and the engineering department was severely reprimanded, the drafting department felt quite satisfied with themselves. They did not appreciate that the loss of time and the loss of profit also directly affected them. It is, therefore, important by example and by attitude to convey to employees at all levels that their job is of vital importance. They will only feel this way if you do.

6. Bulletin boards, house magazines and notices of change are all ways of keeping employees informed.

7. Employee meetings help to bring your people together as a group for announcements of changes in systems or procedures that will affect them.

8. Committees in which a cross-section of the organization participate give the employees the opportunity to be exposed to other segments of the company and see their contribution in a larger context. I think that it is necessary that committee work be meaningful and that the results of committee deliberation be given fair attention by management. It is an illusion to have employees act on recreation committees - bowling nights, etc. - and feel that this is a proper substitute for participation in work activities.

9. Finally, employee ideas, whether through a formal suggestion system or through the supervisory communication system, should be encouraged and respected. It is an indication of the employee's attempt for greater involvement for the well-being of the organization.

Good internal public relations must be based on honest staff relations. Staff relations must necessarily

mean doing right by employees and keeping them informed and involved in the activities of the company.

LETTERS TO THE EDITOR

Many thanks for the copy of the *Journal*. I've thumbed through it and it looks good enough to read. This is meant as a compliment, as well as an observation of how we "busy executives" do some of our reading.

G. A. Cummings,
Personnel Manager,
The E. B. Eddy Company,
Hull, Que.

An article by Dr. F. W. Hanley, called "The Older Worker" was published in the July 1959, issue of your publication. This has just come to my attention.

This is an excellent piece of work and I should like to give it further readership. It would therefore be appreciated if I could have permission to reproduce it in mimeograph form for a limited distribution of perhaps 200 copies.

If permission is granted I would suggest using the following credit line across the top of the reproduction:

"Re-produced from The Canadian Personnel and Industrial Relations Journal with the kind permission of the publishers by the Division on Older Workers, Civilian Rehabilitation, Canadian Department of Labour."

H. L. Douse, Chief,
Division on Older Workers.

"ARE WE CAPITALISTS?"
Three cheers for Harold Clawson!

I, too am slightly conservative and was most pleased to see Harold's objection to spelling "labour" without the "u".

With regard to the "Cover Comment", the only suggestion I have to offer is that we put capital in its place.

I feel that the name of the *Journal* is important enough to be spelled with capitals.

A small "p" for Personnel, it seems to me, belittles a capital publication.

O. S. Boase,
Personnel Manager,
Hayes Steel Products Limited,
Merriton, Ontario

While preparing an annotated bibliography on the journals of interest to our applied psychologists I see that I cannot consult in Belgium your journal "Canadian Personnel and Industrial Relations Journal". I should be grateful if you could send me a specimen number of this journal.

Prof. Dr. J. Stinissen,
Waterlostraat 11,
Berchem-Antwerpen
(Belgium).

EDMONTON PREPARES PERSONNEL BIBLIOGRAPHY

The Personnel Association of Ed-

monton recently undertook publication of a bibliography of publications on Personnel Administration and related topics, which was prepared largely by a member, Miss Aleta Vikse, who is administrative assistant and director of personnel for the Edmonton Public Library.

Copies are available to all members.

The bibliography contains a list of some 140 publications which are available to members, covering such fields as accident prevention, benefit plans, collective bargaining, communication, employee relations, industrial relations, interviewing, job evaluation, labor legislation, labor relations, labor supply, personnel management, supervision, training, and work simplification.

ABSTRACTS FROM JOURNAL

The spring issue of the United States quarterly, Personnel Management Abstracts, includes two abstracts from the *Journal*.

They are "Seniority and Ability", by An Industrial Relations Man, which appeared in our November, 1960 edition, and "Communicating with an Organization's Internal Publics", by J. Rae Perigoe, which ran in April, 1961.



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Developing A Manager

by *Norman Fisher**

The first stage in developing a manager is general education. This is not to suggest that no one can succeed as a manager unless he has been highly educated nor, unfortunately, that everyone who has been highly educated or at least has put in a lengthy attendance at school and college, must make a good manager. It is simply to affirm that the broadest and most liberal education involving the development of body and character as well as intellect is an invaluable foundation for industrial management, as indeed for most occupations.

If any one of us is inclined to doubt this, let us ask whether we will or will not apply this theory to our own children. All countries in the world are going to have to continue to make a massive investment in education for far longer than the next 10 years and the rate of increase in educational expenditure increases faster than the national income of any country.

Those countries such as Holland, Switzerland, France and the Scandinavian countries, and one might add Germany to the list, which have triumphed over political set-backs and lack of natural resources are conspicuously those who have attached great importance to education.

Here again I think we have much to learn by comparing the traditional suspicion of vocationalism in any form which is typical of British universities and secondary schools, with the opposite tendency found

in the United States. Each has something to learn from the other.

My impression is that there are far too many people taking first degrees in business administration in the States: on the other hand, we are only just beginning in Britain and indeed in most of free Europe, to construct graduate schools of business administration. Until we have at least a few such schools, we cannot have either research or a properly trained and qualified body of people capable of teaching management. I use the word "teaching" here with reservations which will appear in a moment.

The second stage in the development of a manager is vocational training; that is, the acquisition of whatever particular skills are going to be the man's special concern. At this stage, the doctor leaves the university and walks the floor of the hospital; the law graduate takes articles with a solicitor or becomes the pupil of a barrister; the engineer is concerned with applied rather than with natural science.

There is a third stage which should overlap with the second, and that is an introduction to industry. This may be called "management training" provided it is understood as descriptive rather than theoretical. It gives the young man the chance to study such subjects as applied economics, commercial law, group psychology, and of getting some experience within industry, to give him the feel of how it works.

You cannot, however, at this stage usefully embark on the study of management. "A boy", said Aristotle in a famous phrase, "cannot be a

*Mr. Fisher is principal, Staff College, The National Coal Board, England. This article formed part of his wise, literate address to the PAT Spring Conference.

philosopher." By this he meant that a boy can study philosophy and doubtless pass examinations upon it, but he cannot understand it, since he has not lived through the questions with which it deals, such as what is truth? what is justice? or what is man?

The fourth stage is experience. By trial and error the aspirant manager has to find out what he can and cannot do. He must discover his strengths and weaknesses and how to handle both. This is the very heart of management and it is the part which cannot be taught theoretically by those who have never experienced it. It is here that the example, much more than the explicit teaching of the young man's first superiors, has a profound influence upon him.

Succession

One of the first duties of every manager is to provide for the succession. Whether we like it or not, we teach young managers at the time just as, whether we like it or not, we teach our own children. Whether or not we like to contemplate our own mortality, the fact remains that unless we provide for the future, the family or the business will die out. Programs of recruitment, methods of selection, schemes of guided experience, annual appraisals and refresher training courses of different kinds have become indispensable, and if this is most true in the bigger organizations there are still problems to be faced in the small ones. Indeed one of the main reasons for the swallowing of small organizations by big ones is their failure to cope successfully with these problems.

How should this problem be tackled? I should be very chary of attempts which I know have often been made to define the ideal manager and to devise one's selection accordingly. There is not one but

many ways of being a good manager and I think it a mistake to define too closely what one expects of young men coming from school and universities or of trying to assess the personalities of those who still have a great deal of personal developing to do. At the other end of the scale, nothing could be worse than to clamp down too tight a specification of the type of man whom we want to promote to the highest posts. It is chiefly in the middle levels of management and among the specialists that detailed job specifications can be used.

I do not want to deny the importance of writing job specifications and descriptions, to my mind one of the most advanced techniques of management over the last generation: it is only to urge that where management is concerned they should be used with caution.

The extreme abuse of this principle has been amusingly described in William H. Whyte's book "The Organization Man", and I commend to anyone who does not know it his appendix "How to cheat on personality tests" as an indispensable guide to getting on in any big organization. Whyte's book points to the danger of producing through fallacious selection and second-rate training a type of man whose main virtue is his ability to get along with others, in short a traditional bureaucrat.

There is more in the book than that. It illustrates something to which I referred earlier, the attempt on the part of business to find a social justification, in Whyte's own phrase, to make moral the legitimate pressures of society upon the individual. What Whyte says so strikingly is the tendency of some large organizations to develop a relationship with their executives under which the latter not only work for but belong to the firm. A church or any army can be "all things to

all men": they can provide the individual a means of total involvement with the organization he serves. But business has no theology and although it is concerned to discover a morality it cannot by its very nature bear such burdens as these.

Still the problem remains that Providence has not ordained that the best men will inevitably emerge in order to occupy those management posts for which by nature they are best suited. Nor is there any natural law to determine that the fact of recruiting a young man into a business will guarantee that he acquires the most suitable training and experience through the natural passage of time and promotion, thereby bringing out the best that he has to contribute. If the law of natural selection operates in industry, it is doubtful whether it selects what industry most needs. To this end, I believe that selection, appraisal and training must constantly go hand in hand.

At some point in a man's career he must embark on the fifth stage of his development as a manager. He must here be given the opportunity to study management theoretically but on the basis of his own experience.

This is the principle followed for many years by the British Army where in the Military Staff College the young officer with some 10 years' experience is given a one-year's full time course entirely free from regimental duties in order to develop his powers to command and his clarity of thought and expression.

I doubt whether one could better summarize what is needed in middle and advanced management training courses.

Quite rightly, the tendency today is away from the highly didactic course based on lectures, for what is

needed is not a brilliant exposition by the teacher but a permanent change or at least development of attitude of the pupil. The object of such training is very largely to make explicit what the man already has learned through experience, and in doing this he will learn as much from his fellow-pupils as he will from his teachers.

Perhaps I can sum this up by quoting what is written as an introduction to a handbook about my own college. It is something which was said by a celebrated historian of the great Master of Balliol College, Oxford—Benjamin Jowett: "He held that the only results of value are those which a man reaches for himself. Truth cannot be seen with the eye of another; the most that a teacher can do is to indicate the road which leads to the vision."

NIAGARA CONFERENCE

"The Year of Decision—1961—and the Years Ahead" is the theme of this year's one-day conference sponsored by the Niagara District Personnel Association. Described as "a conference about the labor relations climate and management decision making," it is scheduled for September 21 at the Sheraton Brock hotel, Niagara Falls.

ATLANTIC SUMMER COURSE

A summer course in Executive Development is in progress at the University of King's College, Halifax. The course, held June 18 to July 22, is designed to supply analytical training on specific problems and an appreciation of the general problems of the business world, the case method of study and the close association of men from various businesses.

Changing Patterns in Industrial Relations

Thirteenth Annual Conference — McGill University Industrial Relations Centre

by *Ralph C. Stymest**

While presenting the Canadian picture of technological changes and their impact on employment and occupations in this country, Dr. W. R. Dymond, Director of the Economics and Research Branch of the Department of Labour in Ottawa, stressed education and training as the major weapons of survival in our economy. Unions, management and governments, he stated, must play a continuing role to ensure integration between formal academic and vocational education so that training exists as an ongoing career. Our youths leaving school should be equipped with a solid adaptable basic structure upon which to build during a lifetime, which in the long run will give a more mobile work force employable in any sector of the economy.

Dr. Dymond highlighted the manpower implications of the research program which has been conducted by his department since 1957 and analysed two major effects of technological changes; first, its general effects on employment and output and, secondly, some of its particular effects on occupations and skill requirements.

The department's research is based upon detailed surveys in the electrical and electronics industry, the heavy machinery industry, the household appliance industry and in automobile manufacturing and

automobile parts. Types of technological changes vary widely by industry. In addition, not all changes in relationship between employment and output can be attributed to technological change. Plant capacity, product mix, the quality of the labor force and a number of other variables are at work in determining this relationship.

Impact of Change

Technological changes will have definite impacts on three large groups — unions, management and government; and the effects will be interrelated with one another. Dr. Dymond speculates as to what these will be:

We may expect a proliferation of skilled technical and professional occupations in the total working force. Growth of the service industries will lead to increased female employment. Adjustments for everyone will be more substantial in total and at a greater rate of speed than previously so that human consequences will cut deeper and present more difficult problems for solution.

Adjustments to similar kinds of changes have been made in the past and are not entirely new. Historically, mass production techniques have led to modern collective bargaining as it is today and to the surrounding legislative procedures in which government participates. The further evolution of today's economy can have just as far reaching effects.

*Mr. Stymest is analyst, personnel practices, for the National Industrial Conference Board, Inc., Canadian Office, Montreal.

Declines in absolute levels of union membership in both the United States and Canada pose the problem of how to organize workers in the new higher skilled and technical occupations and in offices, since it is the unskilled and semi-skilled workers who form the bulk of present day union membership. There may be pressures for a new type of craft unionism which will appeal to the occupational exclusiveness felt by the technician group in Canada. In fact, the role of purely professional organizations may undergo change since many of them are not a part of management nor do they work in a confidential capacity.

For management, the gap between office and plant is closing. Companies are asking themselves how far they should provide training programs for a worker in terms of his long-term survival in the labor market. What union-management responsibilities are there for training on a joint basis?

Specific answers can be formulated at the bargaining table to questions of this kind, and Dr. Dymond stressed the importance of these answers so that human consequences of technological change will not be dealt with on the basis of a patchwork of short run welfare measures. Concrete recognition has already been given in terms of programs of supplementary unemployment benefits and severance pay. Some contracts further develop specific clauses to deal with particular types of displacement resulting from technological change and incorporate provisions respecting retraining or reassignment.

It is necessary to recognize that industry meets the challenge of competition through changes, usually technological ones. Union-management cooperation traditionally has usually been a product of crises: unions normally shying away from any acceptance of overt responsibil-

ities, and management reluctant to involve them in production methods, markets, or kinds of products.

In conclusion, Dr. Dymond repeated the axiom that governments must intervene when there are significant social stresses and consequent political pressures. They also direct events when the horizon is unfavorable. Both here and in the United States, governments are intervening at present mostly in terms of research programs to ensure that the human consequences of technological change are not too severe. If necessary, this will have to go further and include the creation of new employment opportunities, retraining the labor force, assisting labor mobility and support of the income of the technologically unemployed. Governments may be obliged to actively promote our vast human and material investments because this will be for the good of the whole of society.

Using Present Skills

Dr. Dymond's address, which emphasized the importance of developing new skills, was followed by one which stressed the importance of using those skills which we now possess. T. Earl Hawkins, personnel assistant to the executive vice-president of the Imperial Tobacco Company in Montreal strongly advocated designing jobs in such a way that the physical, mental and emotional resources of the individual may be more fully utilized in attaining the aims of the organization. He spoke on the contribution of the personnel and industrial relations function in a period of rapid mechanization.

Analysing the meaning of the personnel function today, he pointed out that in order to do its job properly personnel must be considered as a part of the whole organization and not "something tacked on". Its primary function will be to

consider the employee as a whole, as a great potential of human resources in attaining the company's aims. He proceeded with the thesis that if this is done, rapid mechanization will mean change which results in increased opportunity in relation to both people and work.

While outlining practical suggestions in improvement of job design during a period of rapid mechanization, Mr. Hawkins stressed that the job and the employee's experience with it should communicate to him the important things which he should know, such as the quality of his performance and communications from supervisors. It is unrealistic to consider the work in progress apart from everything else.

In conclusion, he noted how little factual knowledge we actually possess, much of which we do not know how to apply. Rapid mechanization, he predicted, will create more union-management problems than it will solve, particularly if both sides continue to argue without the benefit of standards. The important thing is not to be right, but to find out what is right. This salvation can only come through more extended and widely validated research.

Power and Morality

Dr. Selekman, Kirstein Professor of Labor Relations at the Harvard University Graduate School of Business Administration, attempted a more specific solution of the problems resulting from technological change. He interpreted these solutions through the theme of his talk: power and morality in labor relations.

Power and morality, he stated, is the axis around which the world has revolved except that today power has reached such destructive proportions. It is therefore more important than ever that morality as a "built-in police system" as it has

developed from childhood, operate in such a way as to make us uncomfortable when we do wrong or give us complexes and feelings of guilt when we are not "right" with society.

On the other hand, too high goals mean that we may never do anything and it is therefore necessary that we set down some system of reason based on dignity, equality of opportunity and a system of due process. This system will give us equity and justice under the law as well as elsewhere. It has been noticeably lacking in industry lately, he said.

Most of the responsibility in controlling power is up to management since its balance today lies with them. For example, Canadian figures show the blue collar workers down; the white, up. Unions are in the dog house. It follows that management must be prepared to administer technological change although the mutual cooperation of unions with them is a necessity. Unless we do make plans for our technology we may even destroy society, for we have seen that the immediate effects of automation are harmful.

Professor Selekman went further to say that management should accept the moral responsibility of placing on company staffs skilled people who will plan the social integration of their technological advances. As an example he mentioned the dial system of the telephone companies which was started in the twenties and only recently completed. No one was laid off as a result of this automation.

Machines are definitely taking the place of man and it can be good in the same way that the industrial revolution was good. It should in effect be possible to abolish poverty as we continually gain greater efficiency with fewer supervision re-

quirements. But we will need good school teachers, social workers and others skilled in the handling of social disruption and disintegration of families. In the past, Professor Selekman concluded, machines have conquered man but for the first time we can now have machines serve man.

Floyd Henry

E. Floyd Henry, Managing Director of C.M.S. Counsellors Limited (a firm of management consultants) interpreted the changes effected by applied science in the framework of a challenge to collective bargaining.

While seeking a common definition of automation and technological change within the context of collective bargaining Mr. Henry noted in his survey of the vast sea of literature available that for all practical purposes the two concepts are used synonomously. He warned against the present sinister connotation of the word and extravagant statements from all sides concerning such impossibilities as "workerless factories".

In analysing the effects of automation on labor, he indicated that we generally believe skilled requirements have gone up much further than they have. A higher level of skills at the beginning may be required for the average worker today but there is also evidence to show that after a point the requirements actually decrease.

Mr. Henry stressed that before we proceed we must clearly identify our needs in both the training and the retraining areas. Dr. Wood of Queen's University, he noted, has indicated the danger of overemphasizing highly skilled training. Rather, a broad education with specialized skills in one area will be found most valuable.

Restraining clauses in contracts should not be rigidly applied and

management of companies must be allowed to select the trainees if the program is to be a positive one. In addition, the collective bargaining problems of automation will be aggravated if unions continue to press seniority requirements.

Concluding his remarks, the speaker emphasized the need for structured research, i.e., studies which have actually tested hypotheses and validated the results. Sample topics given were—how has electronic data processing altered decision making in large organizations; have local unions and smaller plant groups been able to absorb superfluous people; has automation limited or modified the application of the standard relationship of staff-line relationships. Mr. Henry saw no major overhaul needed in order to handle the effects of technological change. Collective bargaining now, as in the past, is designed to cope with human relations problems arising from manpower adjustments. No great changes are needed in the basic machinery.

Professor Jack Barbash, Professor of Labor Education and Economics at the University of Wisconsin, discussed labor's share in economic progress at the final session of the conference. Prior to his appointment at the university, Professor Barbash most recently held the position of Director of Research and Education, Industrial Union Department, AFL-CIO.

He outlined how collective bargaining has abated many of the most aggravated consequences from the displacement of workers when new processes have been introduced. Although we expect unions and management to be reasonable in dealing with these resulting technological changes, public policies involving the whole community are an added necessity. He concluded that high level production and em-

ployment and the fulfillment of social goals demand public policies executed through public instrumentalities responsible to the whole

community. It is within this environment that management challenge and union response can be most effectively shaped.

HOW WE DO IT

Incentive Awards and Safety

*by D. J. Stevenson**

There are opposing views on the principle of awards as an incentive for the prevention of accidents. One school holds that employees should not be paid for performing their work as they are supposed to do and that given adequate guarding devices, well publicized rules and vigilant supervision, incentives are unnecessary.

The other group undoubtedly agrees with this, but attaches greater significance to the human frailties and lapses which cause a large proportion of industrial accidents. The objective is to increase employee interest in accident prevention and to create a sense of "safety awareness" or "danger avoidance" which is the foundation of successful accident prevention.

The experience of Anaconda American Brass Limited in the use of safety awards goes back to the early days of the Second World War, when the tremendous demand for copper and brass war material created the need for over-night expansion. The influx of new employees, together with the loss of many trained people through enlistment, and the fact that much of the material handled was both sharp and heavy, posed a formidable safety problem.

With approximately 3,000 employees, 16 lost-time accidents per month was not uncommon. Grasping at anything which would reduce this toll, management capitalized on the public interest in war bonds by offering \$100, \$50, and \$25 bonds or certificates each month for the best safety suggestion submitted. The response was immediate and remarkable and accidents dropped to an average of three per month and remained at that level.

In an effort to lower the 1959 total of 19 lost-time accidents, the company again resorted to offering safety incentives.

The plant is divided into four major departments, roughly comparable in the number of employees and the hazards involved. The plan was to hold a well publicized safety draw each month in each of the four departments. The prize was for \$20, if no lost-time accident had occurred in the department during the preceding calendar month. If the department had one accident, the prize was reduced to \$10 and if more than one accident occurred, there was no draw. In order to win, the person whose name was drawn had to be wearing safety shoes and, if the operation required them, safety goggles.

As an added incentive, an over-all holiday draw was held in June and a Christmas draw in December with

*Mr. Stevenson reports from the employee relations department, Anaconda American Brass Limited, New Toronto.

prizes of \$100 for the department which had the lowest cumulative accident frequency, \$75 for the second lowest, \$50 for the third and \$25 for the fourth. The same restrictions regarding safety shoes and safety glasses were used.

As a measure of its effectiveness, the number of lost time accidents during the year dropped from 19 in 1959 to 12, which compared very

favorably with industries in their category.

While Anaconda does not recommend such contests on a continuing basis, principally because it feels that new approaches must be sought and used to maintain employee interest, its experience does indicate that when a company wants to focus attention on accident prevention, the use of incentives can be a useful tool.

Personalities

J. A. Fox of Polymer Corporation has been given this year's "Award of Merit" from the Sarnia and District Personnel Association for his paper "Management Begins At Home". In order to encourage the membership to make a worthwhile contribution to personnel work the association this year instituted the award. All members were eligible to submit a paper of approximately 5,000 words on a subject allied to the personnel field. Three judges well known in the employee relations field reviewed and commented on the submissions. They were Messrs. *Douglas M. Young*, general manager, *Edward N. Hay & Associates of Canada Limited*; *H. J. Clawson*, vice-president, *The Steel Company of Canada Limited*; and *James C. Cameron*, formerly of Queen's University.

J. E. Hadler, employee relations manager, Canadian Oil Companies Limited, Sarnia, past president of the Sarnia and District Personnel Association, has been elected president of the International Chapter of N.O.M.A. for the coming season.

Sarnia and District Personnel Association board of directors for 1961-62 includes *B. Dickson*, Simpson-Sears; *J. Fox*, Polymer Corpora-

tion; *H. Luckins*, Sarnia Hydro; *W. Pennoyer*, Du Pont of Canada; *J. Phillips*, Dow Chemical; *A. Warren*, Imperial Oil; *J. Whitnall*, Auto-Lite.

Norman J. Long, formerly industrial relations manager of Dominion Electrohome Industries Limited, Kitchener, Ont., has been named personnel director of *J. M. Schneider Limited*, famous Kitchener packers . . . *Fraser F. Fulton*, O.B.E., has been appointed vice-president industrial and public relations of Northern Electric Co. Ltd., Montreal. He succeeds *H. McD. Sparks*, a past-president of Montreal Personnel Association, who is retiring. Born in Saint John, N.B., Mr. Fulton took degrees in engineering from Mount Allison and McGill. He began his career with Northern Electric in 1927 as a sales engineer. At the outbreak of World War II Mr. Fulton joined the Royal Canada Corps of Signals with the rank of lieutenant. He served in England, North Africa, Italy and northwest Europe as chief technical officer for the Canadian Army Overseas, attaining the rank of brigadier.

O. H. Arold Saari has been made industrial relations manager of Ontario Minnesota Pulp and Paper

Company. He succeeds W. J. Windebank, who now is associated with the Dryden Paper Company at Dryden, Ont.

J. D. Kyle, assistant professor, University of Alberta, will be two years at the University of Oregon doing doctoral work in industrial relations. His most recent article, "A Study of Management Development in Small and Medium Size Companies," appears in this issue.

Our friend John Marsh, one of the founders of H.R.H. The Duke of Edinburgh's Commonwealth Conference, has been appointed a director of the British Institute of Management . . . Fernand G. Malo has been lent by St. Lawrence Corporation Limited to the Glassco Royal Commission on Organization of the Federal Government. The commission is investigating organization and utilization of manpower in all federal government departments and agencies.

A. S. Parker is vice-president merchandising and sales promotion, S. S. Kresge Co. Ltd. He is succeeded as vice-president store operation and personnel by Rolland Lawson, formerly co-ordinator personnel training.

The new president of the Personnel Association of Edmonton is P. K. Thorslev, personnel officer for the City of Edmonton. An American-born Canadian citizen, the new president concentrated on studies of psychology and sociology at various schools, and is a member of the labor relations committee, Edmonton Chamber of Commerce. He was a lecturer in the Personnel Administration course sponsored jointly by the University of Alberta and the Personnel Association of Edmonton.

Members of Queen's University Industrial Relations Alumni Association at the second annual meeting June 16 and 17 heard Dr. W. D.

Wood, director of the Industrial Relations Centre, speak on its tripartite role in graduate and undergraduate instruction, in research programs, and in conducting seminars of interest to business and labor leaders. Papers were heard on "Management Rights" and "Office Unionization".

Both previous presidents of the association, K. W. Preston of Union Carbide and J. J. Cowan of Loblaw Groceries, were present. New officers include R. A. McLaren, British American Oil, Toronto, president; W. R. Green, Ford Motor Company, Oakville, vice-president; L. R. Fleming, Thompson Newspapers, Toronto, secretary-treasurer, and the following directors: P. J. Barry, Shell Oil, Toronto; R. Ewing, The Exelon Company, Thorold, Ont.; J. M. Clemens, Imperial Oil, Montreal; H. A. T. Fleming, Molson's Brewery, Montreal; F. J. L. Young, Queen's University, Kingston; F. W. Murray, Motor Transport Industrial Relations Bureau, Toronto; E. Cross, Imperial Tobacco, Guelph, Ont.

PERSONNEL COURSE

The University of Alberta course in Personnel Administration at the Banff Centre for Continuing Education this year is tentatively scheduled for October 30 to November 11.

Sponsored jointly by the University of Alberta and the Alberta Personnel Associations, the course deals with basic issues, principles and methods related to the human factor in management.

It is intended for mature and experienced administrators who desire to explore more deeply the fields of personnel administration, labor relations and human relations in organization and management.

Further information is available from the Director, Banff School of Fine Arts, Banff, Alberta.

Savings Through Your Industrial Relations Department

by Peter Stevens*

The Industrial Relations Department of a company occasionally can advise and assist its management to effect worthwhile savings in fields beyond its normal terms of reference. The important subject of buying construction presents a ready and often profitable chance to do just this.

Construction labor relations are a most intricate and therefore difficult sphere of operation. A variety of abnormal factors are the cause. To list just the main ones: (1) Multiplicity of crafts each with its separate union; (2) continuous daily fluctuations of employment, often quite extensive; (3) constant mobility of place of employment from one site to the next; (4) multiple employer bargaining through employer organizations; (5) failure of legislation to cater to construction idiosyncrasies; (6) lack of industrial relations staff specialists.

During the post-war period of rapid economic expansion throughout Canada, the market for construction was so strong that labor was in a position to achieve gains beyond levels of their true increase in worth. The monopolistic control over the supply of various types of skilled labor played a major part in this development. As a result, not unlike recent experience in other industries, this truth has become a noteworthy

factor in pricing construction out of the markets in a variety of ways.

The Canadian construction industry has historically been almost exclusively subject to provincial legislation. Collective bargaining has been carried out through employer organizations, but very predominantly at the local level. This established practice allows for such differing factors as economic situation in the area, climate, local customs and ability to compete. In fact, many contractors are enabled by such variations in labor costs to remain competitive.

These points may seem quite divorced from the introductory remarks. Yet they are not. They have to be clearly recognized so that what now follows may be fully understood and appraised.

Some industrial relations men have stated that construction employers remained relatively unconcerned about labor costs and wage levels during the 10 years following World War II. It has been implied that the construction industry has been careless in the conduct of its labor relations and negotiations during the post-war boom. These accusations can be answered in all honesty by a counter-charge that often such practices had the fullest support of the buyers of construction. The client, the customer, the purchaser, too often seemed quite prepared to absorb additional labor costs himself, provided his project was completed properly and on schedule. Such in-

*Peter Stevens is labor relations officer, Canadian Construction Association. He previously was personnel manager, Bristol Aero Engines Ltd., Montreal. He studied Labor Law at McGill and was active at the university's Industrial Relations Centre.

difference exposed the industry to a variety of malpractices, if not to blackmail.

Times have changed. The two recessions undergone since 1954 have left their mark with both contractor and client. Canada's economy — faced by stronger than ever world competition — has become extremely cost conscious. The tendency for non-government clients to absorb increases in construction labor costs has turned into one of refusing to buy construction because tender prices lie well above initially estimated costs or of trimming down a project to reduce its price to the original estimate. Labor costs have very decidedly become a major factor in influencing the commercial market for construction services.

A group of some 20 construction firms operate under so-called "National" labor agreements. These "National" contracts should be given most careful study by construction purchasers. Almost all of them inflate labor costs unnecessarily above those negotiated by the respective local construction employer organizations. They consequently disrupt existing working conditions. They often establish costly and avoidable precedents which the client — the purchaser — may very well inherit when he takes over the project. Some construction buyers have developed a suitable clause for insertion into their commercial contracts to protect them against excessive labor costs. Buyers should always ensure that working conditions on their project do not exceed those negotiated locally by the construction industry.

Plant maintenance workers compare their wage rates with those earned by men of their trade engaged on new construction. Production workers in a plant compare their respective wages with those of their maintenance colleagues, possible under job evaluation plans. Hence, con-

struction wage levels cannot avoid influencing wage levels in a plant and leaving their mark. When new projects are completed, the owner, on starting to use them, may easily find himself confronted with labor practices established under these "National" agreements. When a construction buyer is the main employer in an area, general wage rate levels for the region may also become affected. The construction buyer himself is now showing signs of quickly becoming more interested in the working conditions governing the construction of his project.

One final warning! Sometimes situations arise which enable construction unions to exert pressures because project completion dates have been set unrealistically during the initial planning stage. Delays in completion can well be quite costly to clients. Such situations create undue imbalance in the relationship between the contractor and his labor force. They should, of course, be avoided at all costs. Project planners must leave themselves adequate safety margins — they must be realistic. Completions, although perhaps seemingly less costly immediately, can easily become more costly in the long run.

The above story could—yes, should — help industrial relations managers, perhaps with the aid of their own wage and salary administration sections, in assisting their companies to avoid unjustified labor costs during the period of construction.

MASS SUBSCRIPTION

The Personnel Association of Edmonton has arranged for each of its 137 members to receive a subscription to the Journal, to be paid for out of annual dues.

This was made possible by an increase in annual dues from \$7.50 to \$12.50, which also provides more working capital for the association.

WHITE COLLAR Agreements In Canada

What is the "office" unit for which certification may be granted? Can it cover operations control personnel? To what extent has it included technical employees? Current office units are of many types.

Salary structures are based on both individual classification and salary grade. Almost all agreements provide for salary ranges, with increases within the range based on both merit and length of service.

Seniority structures in the office agreements range from broadly applicable provisions to highly qualified structures ensuring minimal employee displacement.

A most significant current development in collective bargaining is the extension of union organization into the "white collar" area.

To assist in the drafting of new contracts, or revisions of existing contracts, **Canada Labour Views** has prepared a review and summation of office contract clauses. As wide a range as possible of actual clauses is included.

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President D. W. Cameron, Great West Life Assurance Co., Winnipeg, Man.

Vice-President C. W. Walker, H. K. Porter Co. (Canada) Ltd., Guelph, Ont.

Secretary-Treasurer J. Rae Perigoe, Presentation of Canada Limited, 143 Yonge Street, Toronto.

Next Annual Meeting — Winnipeg, Man., November.

Pacific Northwest Personnel Management Association

Central Vancouver Island Chapter—President R. E. Chapman.

Meetings—2nd Friday each month, alternately Nanaimo and Duncan.

Victoria Chapter—President J. C. Barber

Meetings—4th Tuesday each month, Pacific Club, Victoria.

Vancouver Chapter—President Fred Mills, McMillan Bloedel.

Meetings—3rd Thursday each month at Hotel Georgia, Vancouver.

Personnel Association of Edmonton

President P. K. Thorslev, City of Edmonton.

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Personnel Association of Greater Winnipeg

President T. F. Hercus, Canada Packers Limited.

Vice-President F. C. Hoffman, Manitoba Hydro-Electric Board.

Secretary J. Paul, T. Eaton Company of Canada Ltd.

Meetings—Third Tuesday of each month at Marlborough Hotel.

Sarnia and District Personnel Association

President J. A. Fox, Polymer Corporation Limited, Sarnia.

Vice-President A. Warren, Imperial Oil Limited, Sarnia.

Secretary J. Whitnall, Electric Auto-Lite, Point Edward.

Treasurer B. Dickinson, Simpson-Sears, Sarnia.

Personnel Association of Toronto

President R. R. Lisson, Ford Motor Company of Canada.

Vice-President J. L. Sukloff, Canadian General Electric.

Vice-President W. W. Towill, Honeywell Controls Ltd.

Treasurer D. A. Wallace, Fiberglass Canada Ltd.

Secretary-Manager O. A. Petersen, 170 Bloor St. W., Toronto.

Meetings—2nd Tuesday each month at Park Plaza Hotel.

Women's Personnel Association of Toronto

President Miss Vera Johns.
Vice-President Mrs. Jean Newton.
Treasurer Miss Helen Law.
Corresponding Secretary Mrs. Virginia Rylski.
Recording Secretary Miss Frances Eaton.

Weston and District Personnel Association

President D. C. MacLean.

Personnel Association of Hamilton

President C. A. Robins, Firestone Tire & Rubber Co. of Canada Ltd.
Vice-President H. G. Bayliss, American Can Co. of Canada Ltd.
Secretary-Treasurer O. A. R. Pepper, Dominion Foundries and Steel

Ltd.

Meetings—2nd Thursday each month at Hamilton and District officers' Club.

Personnel Association of London and District

President M. McDougall, Taylor Electric Mfg. Co. Ltd., London.
Vice-President F. R. Thwaites, Somerville Ltd., London.
Secretary J. A. Houston, Box 667, Silverwood Dairies Ltd., London.
Treasurer V. Antonucci, Richards-Wilcox Cdn. Co. Ltd., London.
Meetings—2nd Tuesday each month.

Niagara District Personnel Association

R. L. Stevens, Ferranti-Packard Electric Ltd., St. Catharines, Ont.
Vice-President J. H. Morrow, McKinnon Industries, St. Catharines.
Secretary J. B. Volz, Electro-Metallurgical Company, Welland.
Treasurer J. A. McDonald, Kimberley-Clark Products, Niagara Falls.

Guelph Personnel Association

President Robert Mann, Kearney Corporation.
Vice-President Ralph Tucker, Bucyres-Erie.
Secretary Edward Cross, Imperial Tobacco Company.
Treasurer Allan Jones, International Malleable.
Meetings—Fourth Wednesday of each month at Cutten Golf Club.

Personnel Association of Windsor and District

President Art Ziraldo, Kelsey Wheel, London.
Corr. Secretary E. E. Gillis, Brunner Mond, Amherstburg.
Meetings—2nd Monday each month, Prince Edward Hotel, Windsor.

Grand Valley Personnel Association

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Treasurer W. W. Farrell.

Montreal Personnel Association

President R. F. Johnson, Sun Life.
Vice-President A. J. Cameron, Peacock Brothers.
Secretary-Treasurer P. H. Burns, Dominion Glass.
Meetings—Second Monday of the month at the Ritz Carlton.

Women's Personnel Group of Montreal

Chairman Miss Jean Walker, Canadian International Paper Co.
Secretary Miss Heather Pratt, Canadian National Railways.
Meetings—Third Monday at Windsor Hotel.

St. Maurice Valley Personnel Association

President G. H. Tremblay, Aluminum Co. of Canada Ltd., Shawinigan.
Secretary-Treasurer H. Bellefeuille, Aluminum of Canada, Shawinigan.
Meetings—Second Tuesday at Cascade Inn.

Maritime Personnel Association, Halifax

Vice-President R. Jack Conrod, Nova Scotia Liquor Commission.
Secretary—c/o Institute of Public Affairs, Dalhousie University.
Meetings—7.30 p.m. second Tuesday each month, Dalhousie University.

PERSONALITY

J. A. Hornibrook, recently appointed employee relations manager Du Pont of Canada Limited, has been made films department man-

ager. New employee relations manager is W. S. Bush, formerly of Ottawa, who was assistant to the president. A graduate of McMaster and McGill universities, Mr. Bush has been with Du Pont since 1940.

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